Background

- Interested in using FRAM to improve patient safety.
- Management team supportive of FRAM being used as a research/quality improvement tool.
- The Older Persons Evaluation, Rehabilitation and Assessment (OPERA) ward currently looking at their discharge planning processes.
- Previous research examined the diverse care transitions of the elderly found that discharge processes were not always positive with many patients viewing the process as rushed with information confusion or communication breakdown.
Acknowledgements

Jeanette Hounsgaard, Centre for Quality, Denmark

Robyn Clay-Williams, Australian Centre for Health Innovation, Macquarie University
OPERA Ward

- 32 beds
- 5 medical officers
- 38 nursing staff
- 19 allied health staff
- 2 administration officers
Aim
Examine the nature of the discharge planning processes within the OPERA ward with a view to describing outcomes using the idea of resonance from the variability of everyday performance.
Optimising Discharge Planning for the Older Person

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Methodology

Introduction

Results

Analysis

Conclusion

6th Resilient Health Care Meeting 14-16 August 2017
Methodology

Exploratory case-study design

Mixed method data collection

- document review
- semi-structured interviews
- focus groups
- informal observations
Document Review

Key Documents

- Discharge Planning and Estimated Date of Discharge Procedure
- Discharge Summaries - Completion and Distribution Procedure
- Guidelines for Discharge from OPERA Ward Work Instruction
Participants

• Focus Group included 5 senior staff

• Interviews included 15 ward staff
  • 3 medical officers
  • 3 nurses
  • 7 allied health staff
  • 2 administration officers

• Focus Group included 5 ward staff
Focus Groups

1st Focus Group with Senior Staff
- Participants of Subacute Length of Stay meeting
- Negotiate 4-5 Functions for FRAM
  - To identify the discharge plan
  - To organise supports the patients requires
  - To ready the patient for discharge
  - To discharge the patient from the ward

2nd Focus Group with Ward Staff
- Participants involved in interviews
- Validate the FRAM model
Semi-structured Interviews

Tell me about the processes involved in the planning for and discharging a patient from the OPERA ward.

Utilised butcher's paper with pen. Handrawn FRAM hexagon with aspects as starting point.

1-2 functions per interview.
Observations

- Consultant Ward Rounds
- Registrar Ward Rounds
- Nursing Handover
- Huddles
- Case Conference
- Intake Meeting
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Analysis

Functional Resonance Analysis Method
FRAM WAI

Discharge Planning and Estimated Date of Discharge Procedure

- Not sure how functions are connected
- There are a lot of statements rather than functions
- Inputs for functions are missing
- Very few time and control aspects
- Very seldom preconditions described for function
Key Results

- Discharge planning for the older person is a complex process with staff making adjustments to manage limited time, resources, and information.

- Mapping Work-as-Done provided the team with the information to make recommendations on improving the discharge planning process.

- Senior team identified preliminary recommendations, 2 of which are presented.
Recommendation 1

Development of discharge escalation process
Recommendation 2

Development of process for acute wards to implement a subacute interim management plan
Conclusion

FRAM provided the Senior Staff and OPERA Ward staff with an opportunity to understand how the OPERA team successfully discharge patients each and every day. They were also able to identify opportunities for improvement.

Whilst the OPERA team has not been measured for resilient performance, their willingness to share their experiences, their openness to ideas, and their continual review of processes provides some evidence for their potential to respond, monitor, learn and anticipate.
What’s next

Liz to assist the OPERA team with the implementation of recommendations via research/QI.

?? develop the FRAM further to reveal a more detailed understanding of the discharge planning processes and the potential for additional learnings.

Plan for further research and/or quality improvement activities involving FRAM.
Thank you